

BOLDLY ORIGINAL SINCE 1916

*Cadbury*

# OLD GOLD

DARK CHOCOLATE

## REGENERATING OLD GOLD

**CLIENT COMPANY**  
Mondelēz International  
Australia

**BRANDING AGENCY**  
Bulletproof

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## EXECUTIVE SUMMARY

*"Aussies and Kiwis have been enjoying Cadbury for more than 100 years, so we recognise the value of an amazing heritage brand like Old Gold. During these challenging times, people are turning to familiar brands they trust, so it was important to modernise Old Gold in a way that was true to the core characteristics of the brand."*

*"The agency partnered with us to carefully and successfully deliver a refreshed identity for Old Gold which recognises the importance of the brand in defining the taste of dark chocolate for so many Aussie and Kiwis, while enhancing its relevance to a new generation."*

Paul Chatfield, Marketing Director for Cadbury

## OUTLINE OF THE PROJECT

The agency were appointed by Mondelez Australia to revitalise classic Aussie chocolate, Old Gold, with a new brand identity and packaging design. Despite a loyal consumer base of followers who love Old Gold for its chunkiness and unapologetically big, bold flavours, their current audience was ageing. The brand needed to find relevance with a younger

generation of dark chocolate enthusiasts who are welcoming the new, refined and crafted world of dark chocolate.

The agency found Old Gold's sweet spot with the brand idea of 'Bold in Every Bite'. Celebrating the brand's chocolate chunk by bringing it front and centre on the packaging and showing the abundance of ingredients in every piece. To retain recognition and ease navigation on pack, an architecture was built from the brand's 'split' design and its dated typography was modernised with a more contemporary treatment. Being Old Gold, it could never lose its gold, nor should it have to. The agency injected a new brightness to modernise and elevate the brand. The variant colours were carefully selected to deliver a natural vibrancy that delivers a strong standout in store. Finally, a touch of craft was added through a stamp and label system for the flavour descriptions.

Old Gold now feels like the brand it was always supposed to be - Australia's answer to dark chocolate - and finally the brand identity and packaging lives up to the boldness of what's inside, with stunning results. To pick a few of our favourites:



TO RETURN ON DESIGN  
INVESTMENT



IN REVENUE



INCREASE IN COMPETITOR SHARE  
OF VOICE ON SOCIAL MEDIA



MORE HOUSEHOLDS NOW  
BUYING OLD GOLD





## DESCRIPTION

Cadbury Old Gold is a heritage Australian dark chocolate brand. Many Australian consumers report that their first-ever taste of dark chocolate was Old Gold, given to them by their parents or grandparents. Having been in Australian culture since 1916 and ingrained in older generations, Old Gold is often seen as "an old person's chocolate brand", thus limiting appeal for consumer under 55 years old. This was reflected in Old Gold's Brand Equity Measures, where 1 in 3 people would not consider purchasing Old Gold. Poor brand perceptions persisted due to a lack of marketing activity, leaving Old Gold vulnerable to new entrants into the dark chocolate segment.

Our challenge for this project centred around tapping into younger generations who we found are fast becoming dark chocolate enthusiasts, used to the new, refined and crafted world of the category. In this world, Old Gold felt dated and to use one consumers' language 'daggy'.



**daggy**

/ˈdɑːɡi/

adjective **INFORMAL • AUSTRALIAN**

(especially of clothes) scruffy.  
"pre-worn' clothing might be a bit daggy"

- not stylish; unfashionable.  
"a daggy disco track"



BEFORE



AFTER

## OUTLINE OF PROJECT BRIEF

The brief was to update the packaging to recruit younger consumers into the brand whilst respecting the equity built over time, so as not to alienate loyalists. Our objective was to take back the brand's rightful position at the front of the category and continue to drive growth for generations to come.

The client's objectives were to:

- Contemporise the Old Gold brand to make it relevant for today's consumers, in turn, improving key brand equity measures: Consideration, Trial and Buy Regularly.
- Drive Value Sales +13%, Grow Market Share +1.7%, Grow Penetration +5pts in 2020.
- Create a long-term platform for Old Gold to extend the range and communicate.

## OVERVIEW OF THE MARKET

Many Australian consumers report that their first-ever taste of dark chocolate was Old Gold, given to them by their parents or grandparents, which set up associations of being “an old person’s chocolate brand”, thus limiting appeal for younger consumers under 55 years old. This was reflected in Old Gold’s Brand Equity Measures, where 1 in 3 people would not consider purchasing Old Gold. Poor brand perceptions persisted due to a lack of marketing activity, leaving Old Gold vulnerable to new entrants into the dark chocolate segment.

With increased competition in the dark chocolate segment from new entrants Darrell Lea and Arnott’s, at the time of the brief Old Gold was losing market share at a consistent pace, in fact to the tune of -4.2% Unit Share in the 13wks to 28/09/2019.

The brand had below category average brand equity measures (awareness 90% vs average 93%, Trial 58% vs average 75%, Buy Regularly 19% vs average 25%) and 1 in 3 people would not even consider buying Old Gold.



## SIZE OF DESIGN BUDGET

[REDACTED CONFIDENTIAL DATA]

## DATE OF LAUNCH

March 2020

## COLLABORATORS INVOLVED

The Lab - Research agency  
WALNUT - Research agency  
Ogilvy Creative - provided creative positioning  
'Bold in Every Bite'

## SCOPE OF WORK

- Strategy Planning
- Brand World
- Packaging Design through to Artwork



## OUTLINE OF DESIGN SOLUTION

The new identity found its point of difference in the positioning 'Bold In Every Bite'. Old Gold is unique in the delicate world of dark chocolate in that its chunkiness and bold flavour are what consumers love about it. This point of difference was central to the design strategy we created.

We focussed our solution on the Old Gold chunk - the satisfying bite packed with ingredients - and placed it front and centre on the pack. All shot in house, the chunk and its ingredients are monolithic and delicious in equal measure.

Gold is of course synonymous with Old Gold, but also popular in the category, so we needed to find an expression of gold that the brand could own. Working closely with printing partners, we identified a tone that is bright and contemporary to add modernity and lightness to the pack.

We then created a simple pack architecture in the shape of a mid-pack split, derived and developed from the previous pack. This allowed us to champion the new gold as the consistent brand colour but use the bottom half of the pack for variant navigation.

The Old Gold logo was highly recognisable, yet a simple modernisation was all we needed to do to bring the logomark up to date. We then added some contemporary crafted cues to the pack in the shape of a 'batch label and stamp', which served to dial up the premium cues further and place the pack firmly in the modern dark chocolate context.

In the client's own words, "the new design framework established a platform for NPD, co-brands, segment expansion" - answering one of the three objectives set in the original brief.



## INCREASE IN SALES

12 weeks after launch, the results were already stunning: May 2020 saw Old Gold experiencing its steepest value growth in more than two years, at 83%.

In 2020, within only 9 months of the redesign launching, Old Gold Blocks grew +44% Value Sales and Blocks Value Share +18%<sup>1</sup>.

But perhaps the best testament to the success of the redesign is its endurance: in the latest figures at the time of writing, 15 months on from launch, Old Gold has enjoyed a +17.3% value sales growth.

[REDACTED CONFIDENTIAL DATA]

## PAYBACK PERIOD / ROI

The Old Gold redesign achieved a **return on investment in just 4 days** from launch.

[REDACTED CONFIDENTIAL DATA]

## INCREASED MARKET SHARE

Market share is also enjoying a long term growth spree: 15 months on from launch Old Gold has enjoyed an increase of +1.2ppts share of total block chocolate to 9.7%, and a +3.3ppts increase in market share of total dark chocolate blocks to 36.3%.

## INCREASED MARKET DISTRIBUTION

Cadbury products already have extremely high distribution in Australia's 2 major grocery retailers, Coles & Woolworths, and so distribution increases were not an expected advantage of the redesign. However, following the new look, Old Gold did pick up +2% weighted selling distribution in independent retailers, which makes up 16% of sales in the Aussie chocolate blocks market.

## INCREASES IN PERCEIVED VALUE/HIGHER PRICE POINT ACHIEVED

Following the redesign reliance on price promotion reduced, with the average price of Old Gold products increasing by a whopping +8.5% in 2020.

## CHANGES IN SPENDING PATTERNS

Within 12 weeks of launch, market penetration figures showed that the new design was delivering well to the strategy of retaining core consumers and recruiting younger consumers with 4% & 9%

growth respectively. Penetration overall was up 4.9%.

In December 2020 data, 9 months following the new look hitting the shelves, Old Gold buying households had grown by +35%, an increase of +3.8 valuable penetration points.

And in the latest 12-month data, 15 months on from the redesign launch, penetration grew +3.2pts to 30.9%. It may not sound like much until you consider that is **+336,000 more households now buying Old Gold<sup>3</sup>**, thanks to the new look!

Furthermore, repeat buyers, those buying more than twice, is up +1.7pts to 61.5%. This is significant as it demonstrates that the new consumer growth isn't a flash in the pan: these new consumers have tried, liked it, and are coming back for more, spelling more long term growth for Old Gold.

But perhaps the most exciting aspect is that Old Gold sales were highly incremental to Mondelez, meaning that the brand **drew in new shoppers**, rather than cannibalising from other SKUs within the range.

## NEW REVENUE STREAMS CREATED

A key part of the brief was to open up further commercial options within the Old Gold portfolio, and indeed in May 2020, two months on from the redesign, three new products were launched into the range: Old Gold Cherry Ripe, Caramel, and Large Rum n Raisin.

Beyond this initial NPD success, the redesigns success has enabled the brand to expand into more segments within the Mondelez world outside of blocks. For example, in 2020 the brand launched Old Gold Easter Bunnies.

[REDACTED CONFIDENTIAL DATA]

## CHANGES IN CONSUMER ATTITUDES & BEHAVIOUR

In December 2020 data, 9 months following the new look hitting the shelves, the percentage of consumers who 'Would Not Consider Old Gold' declined significantly by -3ppts, whilst 'My First Choice' significantly increased by +2pts. Other metrics that saw an increase include Old Gold consumers who 'Trial' +2pts, 'Buy Regularly' +2pts and 'Buy Most Often' +1pts<sup>4</sup>.

Not bad for a declining brand described as 'daggy' just a few months prior!

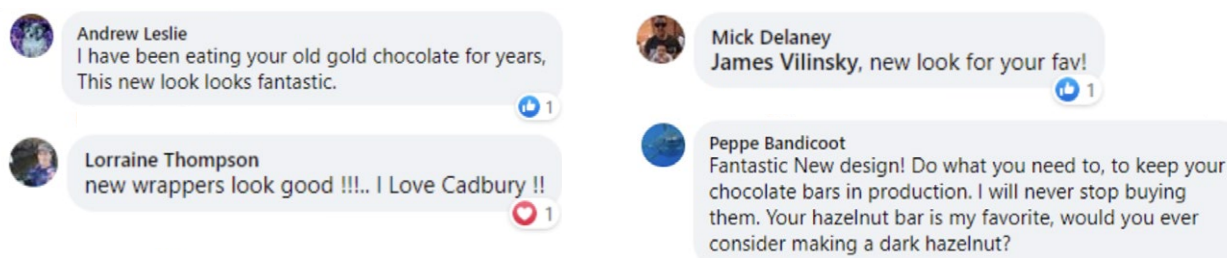
Brand Equity Measures: Significantly Decreased % of consumers who would not consider Old Gold (-3pts) and Significantly Increased My First Choice (+2pts).

But even in pre-launch testing the new pack design statistically significantly improved purchase at fixture, **which only 2% of packs ever tested successfully achieve**, improved prompted recall at fixture, and maintained standout measured by mean find time.

Shoppers said that it's **easier to navigate across the variants** as the bottom half of the packaging represents the flavour, making it **easier to spot on shelf**. They feel the branding looks more **premium and distinctive**. The Cocoa Life stamp **drives appeal** by showing the brand is **socially responsible**.

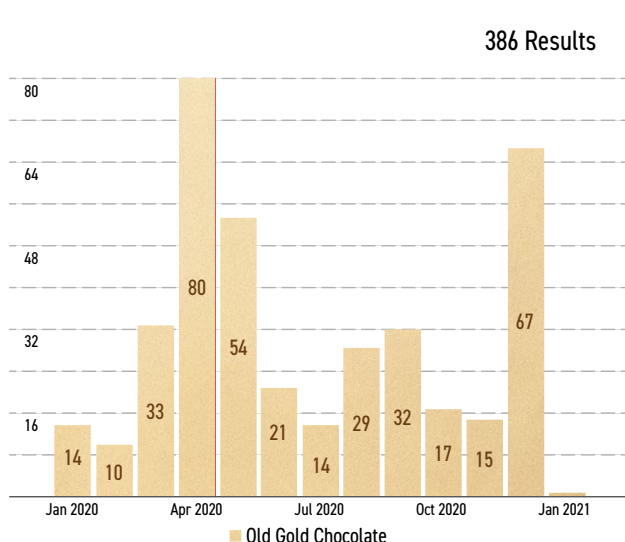
When it comes to purchase intent, there is increased pick up at the fixture compared with the previous packaging, and research backed this up, with the new packs increasing scoring highly on 'pack you expect from a brand leader', 'easy to navigate' and 'modern, premium and high quality'.

Post-launch, the new look has been getting a lot of love and attention on social media:

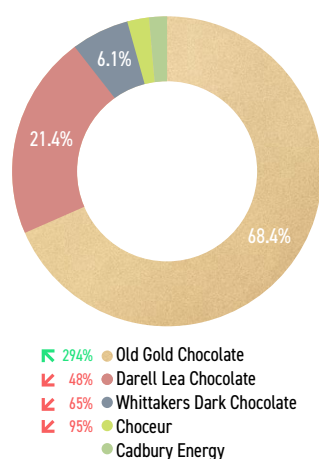


Furthermore, brand mentions on social media, the share of voice on social media (in context with the competition) and the sentiment towards the brand on social have all seen an uplift following the redesign, with figures being overwhelmingly positive<sup>5</sup>.

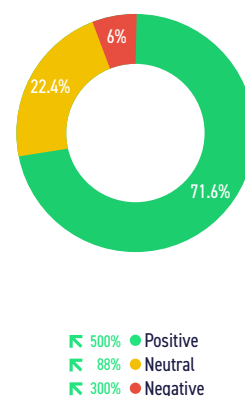
## MONTHLY BRAND MENTIONS (PAST YEAR)



## COMPETITORS SHARE OF VOICE



## BRAND SENTIMENT



## BUYER & SALES TEAM FEEDBACK

In Australia Coles is the second-largest retailer and of significant importance to brands. Brendan Riordan, the Mondelez National Business Manager for Coles at the time of Old Gold relaunch, has this to say on the value placed on the new design by this key account:

*"THE BUYING TEAM AT COLES WERE CONFIDENT ON THE PERFORMANCE OF THE RELAUNCH OF OLD GOLD GIVEN THE STRONG EQUITY IN THE BRAND. IN PARTICULAR, THE UPDATED PACKAGING HELPED DRIVE ENGAGEMENT. THE QUALITY AND 'STAND OUT' OF THE POINT OF PURCHASE MATERIAL WAS WELL RECEIVED BY COLES STORE OPERATIONS TEAMS."*



*"INDEED, OVER THE FIRST 6 WEEKS OF THE RE-LAUNCH, OLD GOLD GREW AN ASTONISHING +79% RSV (\$) VS THE PREVIOUS YEAR"*

[REDACTED CONFIDENTIAL DATA]

## INCREASED ENGAGEMENT WITH INTERNAL AUDIENCE

Client reactions were unanimous in that the design pushed the brand into a new stratosphere with one senior equity lead telling us that this was the best piece of packaging he had seen for years.



## SPECIFIC CHANGES TO WORKING PRACTICES OR COMPANY ATTITUDE/ STRATEGY

But perhaps the most interesting revelations from the success of the project were the two take-outs that Mondelez Australia is now embracing across their wider business:

### UNLEASH THE POWER OF YOUR EXISTING BRANDS

[REDACTED CONFIDENTIAL DATA]

*"THIS LOCAL JEWEL WAS SITTING RIGHT UNDER OUR NOSES AND WAS DE-PRIORITISED IN FAVOUR OF LAUNCHING SOMETHING NEW. WITH A BOLD AND CONSUMER-LED APPROACH, WE LEVERAGED LATENT EQUITY TO CREATE A FRESH BRAND DESIGN THAT RESONATES AS AUTHENTIC AND ATTRACTIVE."*

### KNOW YOUR BRAND ESSENCE & BE CONSUMER-LED

*"BY BEING CONSUMER-LED, WE UNCOVERED THE EXISTING STRENGTHS IN OLD GOLD AND AMPLIFIED THEM THROUGH THE NEW POSITIONING AND DESIGN, BRINGING TO LIFE OUR BRAND ESSENCE. WE VALIDATED HOW FAR THE BRAND COULD STRETCH WITH CONSUMERS TO HIT THE SWEET SPOT BETWEEN FAMILIAR, HERITAGE AND CONTEMPORISED DESIGN TO CREATE A WINNING PLATFORM FOR OLD GOLD."*

### OTHER INFLUENCING FACTORS:

From March to May 2020 the increase in sales and other commercial results was down to the pack design only.

Due to the new design framework, the brand was able to conduct the first above the line brand communications campaign in over 10 years, a key part of the design brief. So In October 2020 a TV campaign launched. But the uptick in Old Gold's success was well established at that point.



## SOURCES:

1. Nielsen Scan Track T.Grocery/Conv to 26/12/2020
2. Nielsen ScanTrack, Aus T.Market MAT to 06/06/2021
3. Nielsen Homescan, MAT to 12/6/2021
4. Kantar Mondelez Australia Chocolates: Continuous Tracking Report Q2 2020
5. Social Listening Monthly Brand Report: Old Gold / ANZ January 2021